

Navy Workforce Diversity



CAPT Ken Barrett

Diversity Directorate

Chief of Naval Personnel (N134)

MORS Personnel and National Security Workshop

27 Jan 2010

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 27 JAN 2010		2. REPORT TYPE		3. DATES COVERED 00-00-2010 to 00-00-2010	
4. TITLE AND SUBTITLE Navy Workforce Diversity				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Chief of Naval Personnel (N134), Washington, DC, 20301				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES Personnel and National Security: A Quantitative Approach (Unclass), 25-28 January 2010, Johns Hopkins University Applied Physics Laboratory, Laurel, Maryland					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 7	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



Accountability Construct

CNO Message

- Enterprises and Community leads assess own diversity and personally brief CNO
- Determine variance and conduct root cause analysis
- Layout a three year plan for improvement
- Review annually and make course corrections

Key Areas

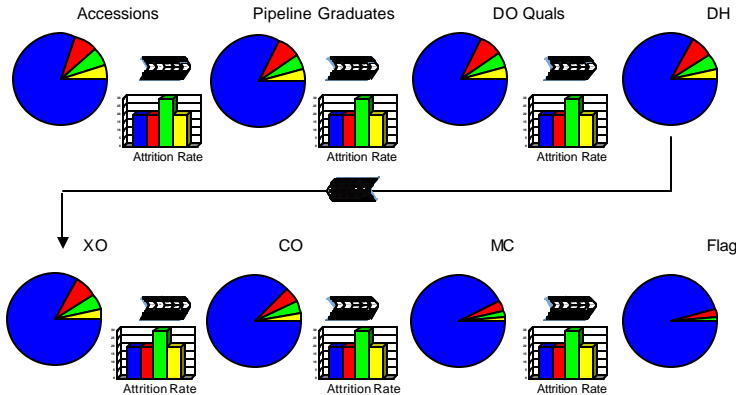
- Accessions
- Initial Assignments
- Key Milestone Attainment
- Key Assignment Diversity
- Retention Diversity
- Promotion Diversity
- Identify barriers and take action

Take a fix, establish the course, refine as needed

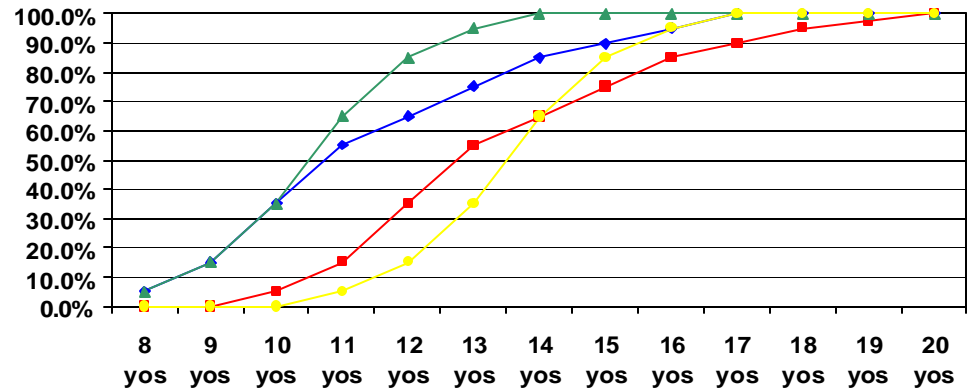


CNO Diversity Accountability Reviews

All Enterprises / Communities



Officer milestones



CPO diversity selection rate

Grade	White		Hispanic		AA		API / NATAM		Multiple	
	M	F	M	F	M	F	M	F	M	F
Navy Officers	70.7%	11.1%	4.6%	0.9%	5.8%	1.9%	3.3%	0.7%	0.8%	0.3%
All Navy Flags	90.7%	4.8%	0.9%	0.0%	3.1%	0.0%	0.4%	0.0%	0.0%	0.0%
O-10										
O-9										
O-8										
O-7										
All Navy O-6	81.9%	10.3%	2.1%	0.2%	2.9%	0.6%	1.4%	0.2%	0.3%	0.0%
O-6										
All Navy O-5	77.0%	10.2%	3.5%	0.5%	3.9%	1.4%	2.4%	0.5%	0.5%	0.1%
O-5										
All Navy O-4	72.4%	9.7%	4.7%	0.6%	6.3%	1.9%	3.1%	0.6%	0.4%	0.1%
O-4										
All Navy JO	67.1%	12.0%	5.1%	1.1%	6.4%	2.1%	3.8%	0.9%	1.1%	0.4%
O-1 to O-3										

Overall diversity

	Male	Female	African American	API / NATAM	Hispanic	White / Other	Total
O-5 to O-6							
EA	30	1	0	1	0	0	31
COS	10	1	0	0	0	0	11
Command							
War College							
O-3 to O-4							
PG School							
AIDE	24	6	3	2	0	0	30
FLAG LT	8	1	0	1	0	0	9
E-7 to E-9							
SEA							
CMC	8	1	0	1	0	0	9
E-4 to E-6							
Flag Writer	30	1	0	1	0	0	31

Key assignment diversity



Accountability Review Findings

	Successes	Challenges
Surface Force	<ul style="list-style-type: none">▪ More females than any URL▪ Most diverse JOs▪ Diverse promotion rates on par with majority▪ Divers enlisted community	<ul style="list-style-type: none">▪ Females retain at half the rate as males▪ Critical mass (20%)▪ Mentoring▪ Career flexibility (“And” vs “Or”)
Aviation Force	<ul style="list-style-type: none">▪ Highest URL female retention (30% vs 15%)▪ Reserve cross flow has led to Flag selects	<ul style="list-style-type: none">▪ Low diverse accessions▪ Low diverse TACAIR requests▪ Lack of role models in TACAIR▪ Clustering within particular squadrons▪ Initial assignments
Submarine Force	<ul style="list-style-type: none">▪ Improved officer diversity (11.4% to 12.4%)▪ NUPOC diverse accessions increased 24%	<ul style="list-style-type: none">▪ Lowest diversity▪ Large year group gaps (no Flag eligibles)▪ Technical requirements vs available talent



A black rank insignia with a gold star and a gold stripe.



* What might be expected by aggressively promoting diversity through targeted recruiting and mentoring

295

The class of 2012 will join the flag pool in 2037 (25 YCS)



Moving the Needles

Naval Academy, ROTC, and Navy Recruiting

More Diverse Applications

Applications

- Realign recruiters to top diverse markets
- Partner with affinity groups to provide applicants (NSBE, SHPE, MAES, SWE)
- Use current ROTC and NJROTC units to find candidates
- **USNA class of 2013 most diverse applications ever, 57% increase over class of 2012**

More Selections

Selections

- Clear precepts to consider diversity as part of the whole person concept
- Allow top 10% of class vice SAT scores (NY, TX, FL auto-select to state colleges)
- Maximize HBCU White House program
- **110 ASR Scholarship Enrollment 63% minorities: AA 22; Hisp 12; API 6**

More Accepting Our Offers

Accepting the Offer

- Earlier selection process—half of boards before Christmas
- Immediate selections reservations
- Working to sweeten the package with “needs based” Room & Board for HBCU and MI
- **USNA class of 2013 is 34.6% diverse, NROTC is 33% diverse**

More Completing

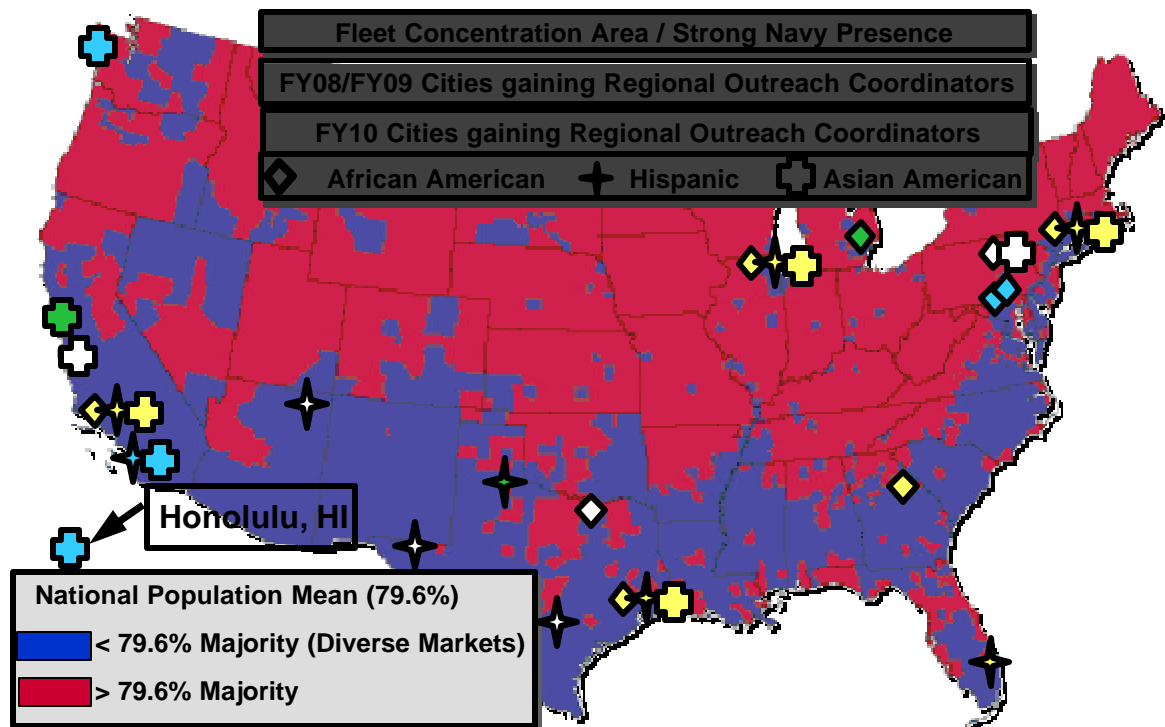
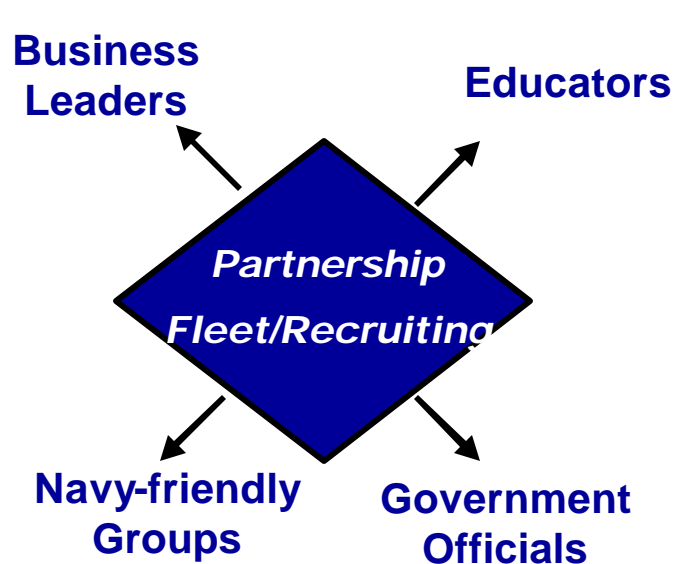
Completions

- Solid prep programs—fully load NAPS, NSTC East/West Coast prep pilots
- Mentoring—early interventions
- **Projected 88% increase minority commissions from class of 2009 to 2013**



Target the Market

- Outreach officers in key cities to build the network
- Priority trifecta markets: New York, Chicago, Los Angeles, Houston (all 4 in top 10 metropolitan areas in African American, Hispanic and Asian populations)
- Other priority markets: Miami, Atlanta, Dallas, Detroit, San Francisco, Philadelphia



Build an influencer base that we can leverage